

# Primer of the Tennessee Department of Transportation

# 2018



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## TDOT's MISSION

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To serve the public by providing the best multimodal transportation system in the nation.

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## AGENCY GOALS

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### **Safety**

Reduce the fatality rate on Tennessee roadways.

### **Efficiency**

Generate operational efficiencies that will fund more transportation projects.

### **Economic Opportunity**

Use economic development opportunities as one of the primary criterion for transportation project selection.

### **Collaboration with Local Partners**

Partner with metropolitan planning organizations (MPOs), rural planning organizations (RPOs), and local leaders in establishing statewide transportation priorities.

### **Environment**

Consider environmental impacts in transportation decisions and operations.

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[www.tn.gov/tdot](http://www.tn.gov/tdot)

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us



**John C. Schroer**  
*Commissioner of  
Transportation*

**JOHN SCHROER** was appointed Commissioner of Transportation by Governor Bill Haslam in January 2011. He is the 29th commissioner of the state agency that oversees a statewide transportation system including highways, rail, airports, waterways and transit.

During his tenure, Commissioner Schroer has made safety a priority, creating new programs and initiatives like Quick Clearance, Protect the Queue and the nation's first Traffic Incident Management Training Facility. The effort to drive down fatalities and make roads safer has gained TDOT national recognition including Federal Highway's 2017 National Roadway Safety Award.

Under Commissioner Schroer, TDOT has remained debt-free and he has saved taxpayers more than \$610 million dollars by reexamining and reducing the scope of projects from wants to needs. In 2017, Commissioner Schroer worked with Governor Bill Haslam to develop and pass the IMPROVE Act to provide increased funding for transportation for the first time in 30 years.

On the national level, Commissioner Schroer serves as the 2017/2018 President of the American Association of State Highway and Transportation Officials (AASHTO), an organization composed of peers from all DOTs across the nation. In this leadership role, he will continue to focus on sustainable transportation funding solutions and ensuring states are prepared for emerging transportation technology, such as autonomous vehicles.

Commissioner Schroer has worked diligently to strengthen TDOT's partnerships with communities. During his first four years, he achieved his goal of visiting all 95 counties in Tennessee and every summer/fall since has toured the state.

A former school board member, Commissioner Schroer has continued his commitment to education by implementing TDOT Reconnect, offering support services like transcript review, program and financial aid advisement for employees who want to go back to school and the creation of a TDOT specific certificate, in partnership with the Board of Regents and Tennessee College of Applied Technology. The Commissioner says his proudest accomplishment to date has been supporting 173 TDOT employees who went back to school to get their GEDs.

Previous to his state service, Commissioner Schroer served as the Mayor of Franklin, Tennessee. His public service experience also includes being a board member of the Franklin Special School District and the Tennessee School Board Association.



Commissioner Schroer received a bachelor's degree in business from Indiana University and an MBA from the University of Tennessee. He spent 10 years in the commercial real estate financing business before beginning a real estate development business in Franklin. Commissioner Schroer and his wife, Marianne, have three children and one grandson and are members of Franklin First United Methodist Church.

## IMPROVE ACT

Tennessee's population is growing rapidly, as are the demands on our transportation system. In 2017, Commissioner Schroer worked with Governor Bill Haslam to develop and pass the IMPROVE Act to provide increased funding for transportation for the first time in 30 years. The legislation will fund 962 road and bridge projects, across all 95 counties, over the next 12-14 years, and will provide an additional \$105 million annually for cities and counties to support local infrastructure needs. We currently have a comprehensive plan of \$10 billion worth of projects, with the primary goal of improving safety, increasing capacity, and supporting a growing economy. Work has already begun in TDOT's Planning, Design, Right of Way, and Construction Divisions resulting in the largest single bid letting in TDOT history, \$324 million in projects. The December 2017 letting includes several bridge rehabilitations, safety projects, and the resurfacing of interstates and state routes. Timely delivery on these projects is a top priority. To facilitate efficiency, TDOT will expand its workforce by more than 500, to reach a consistent staffing level of 4,450 employees by FY19. Accountability and transparency are also important. TDOT created a website application designed to provide you with an interactive tool to navigate these priority transportation projects across the state that are included in the IMPROVE Act. It's called the **Statewide Project Overview Tracker** or **SPOT**. SPOT allows you to easily go online, find any project and understand its basic description, cost, its current place in the development process, and expected completion dates.



<https://www.tdot.tn.gov/projectneeds/spot/>

## REGION 1 • 865.594.2400

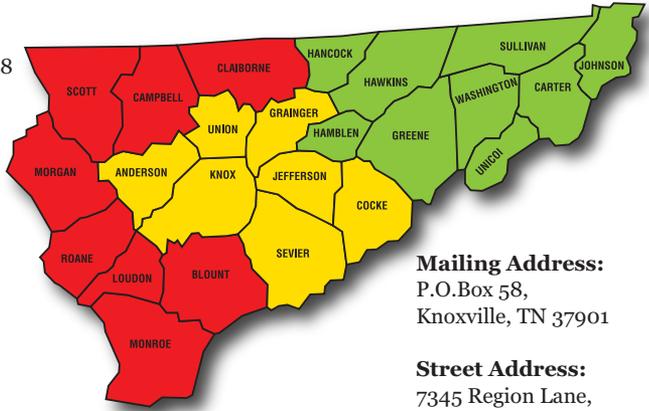
**Operations Director** Amanda Snowden    **Regional Director** Steve Borden    **Project Development Director** Daniel Oliver

**District 17**  
3213 North Roan St.  
Johnson City, TN 37602-3518  
Phone: 423-282-0651  
Fax: 423-854-5310

**District 18**  
1045 Maintenance Lane  
Knoxville, TN 37914  
Phone: 865-594-2718  
Fax: 865-594-2730

**District 19 S**  
1951 South Roane Street  
Harriman, TN 37748  
Phone: 865-717-4522  
Fax: 865-882-7855

**District 19 N**  
2841 General Carl Stiner Hwy.  
La Follette, TN 37766  
Phone: 423-566-9631



**Mailing Address:**  
P.O.Box 58,  
Knoxville, TN 37901

**Street Address:**  
7345 Region Lane,  
Knoxville, TN 37901

District 17      District 18      District 19



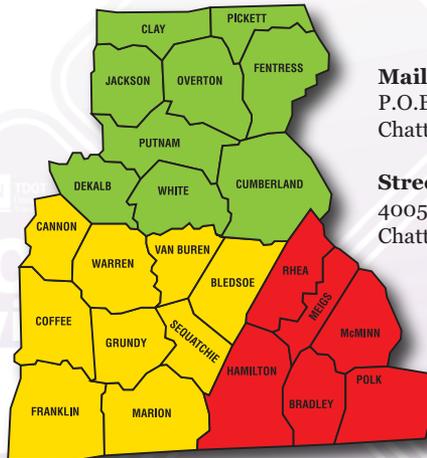
## REGION 2 • 423.892.3430

**Operations Director** Ken Flynn    **Regional Director** Joe Deering    **Project Development Director** Wes Hughen

**District 27**  
P.O. Box 2929  
Cookeville, TN 38502  
Phone: 931-526-4522

**District 28**  
P.O. Box 1627  
Tullahoma, TN 37388  
Phone: 931-454-1921

**District 29**  
P.O. Box 22368  
Chattanooga, TN 37422  
Phone: 423-510-1254



**Mailing Address:**  
P.O.Box 22368,  
Chattanooga, TN 37422

**Street Address:**  
4005 Cromwell Road,  
Chattanooga, TN 37422

District 27      District 28      District 29



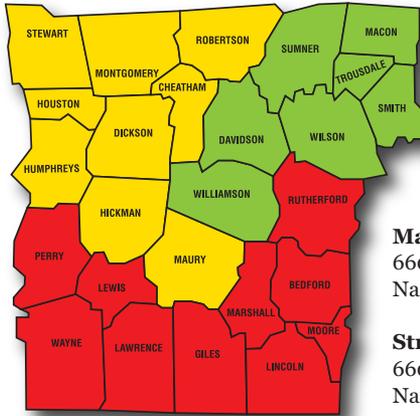
## REGION 3 • 615.350.4300

**Operations Director** Mike Brown    **Regional Director** David Layhew    **Project Development Director** Shane Hester

**District 37**  
6601 Centennial Blvd.  
Nashville, TN 37243-0360  
Phone: 615-350-4400

**District 38**  
10241 Hwy 70 E  
McEwen, TN 37101  
Phone: 931-582-6293

**District 39**  
2099 Fayetteville, TN 37019  
Belfast, TN 37019  
Phone: 931-276-2219



**Mailing Address:**  
6601 Centennial Blvd.  
Nashville, TN 37243-0360

**Street Address:**  
6601 Centennial Blvd.  
Nashville, TN 37243-0360

District 37    District 38    District 39



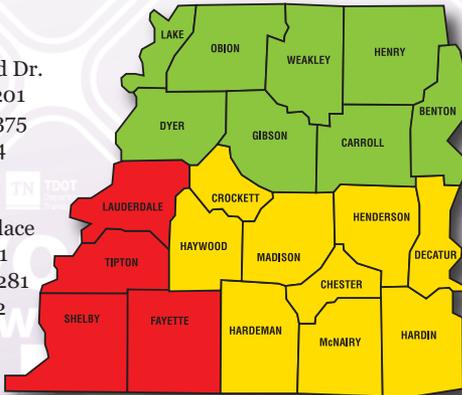
## REGION 4 • 731.935.0194

**Operations Director** Michael Welch    **Regional Director** Jason Baker    **Project Development Director** Tabitha Cavaness

**District 47**  
15600 N. Highland Dr.  
McKenzie, TN 38201  
Phone: 731-352-5375  
Fax: 731-352-0684

**District 48**  
300 Benchmark Place  
Jackson, TN 38301  
Phone: 731-935-0281  
Fax: 731-935-0282

**District 49**  
12077 Hwy 70  
Arlington, TN 38002  
Phone: 901-867-2959  
Fax: 901-867-0419



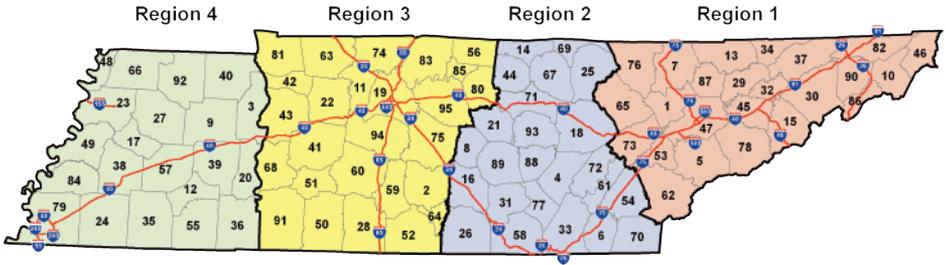
**Mailing Address:**  
300 Benchmark Place  
Jackson, TN 38301

**Street Address:**  
300 Benchmark Place  
Jackson, TN 38301

District 47    District 48    District 49



# TDOT REGIONS



- 01 • Anderson
- 02 • Bedford
- 03 • Benton
- 04 • Bledsoe
- 05 • Blount
- 06 • Bradley
- 07 • Campbell
- 08 • Cannon
- 09 • Carroll
- 10 • Carter
- 11 • Cheatham
- 12 • Chester
- 13 • Claiborne
- 14 • Clay
- 15 • Cocke
- 16 • Coffee
- 17 • Crockett
- 18 • Cumberland
- 19 • Davidson
- 20 • Decatur
- 21 • DeKalb
- 22 • Dickson
- 23 • Dyer
- 24 • Fayette
- 25 • Fentress
- 26 • Franklin
- 27 • Gibson
- 28 • Giles
- 29 • Grainger
- 30 • Greene
- 31 • Grundy
- 32 • Hamblen

- 33 • Hamilton
- 34 • Hancock
- 35 • Hardeman
- 36 • Hardin
- 37 • Hawkins
- 38 • Haywood
- 39 • Henderson
- 40 • Henry
- 41 • Hickman
- 42 • Houston
- 43 • Humphreys
- 44 • Jackson
- 45 • Jefferson
- 46 • Johnson
- 47 • Knox
- 48 • Lake
- 49 • Lauderdale
- 50 • Lawrence
- 51 • Lewis
- 52 • Lincoln
- 53 • Loudon
- 54 • McMinn
- 55 • McNairy
- 56 • Macon
- 57 • Madison
- 58 • Marion
- 59 • Marshall
- 60 • Maury
- 61 • Meigs
- 62 • Monroe
- 63 • Montgomery
- 64 • Moore

- 65 • Morgan
- 66 • Obion
- 67 • Overton
- 68 • Perry
- 69 • Pickett
- 70 • Polk
- 71 • Putnam
- 72 • Rhea
- 73 • Roane
- 74 • Robertson
- 75 • Rutherford
- 76 • Scott
- 77 • Sequatchie
- 78 • Sevier
- 79 • Shelby
- 80 • Smith
- 81 • Stewart
- 82 • Sullivan
- 83 • Sumner
- 84 • Tipton
- 85 • Trousdale
- 86 • Unicoi
- 87 • Union
- 88 • Van Buren
- 89 • Warren
- 90 • Washington
- 91 • Wayne
- 92 • Weakley
- 93 • White
- 94 • Williamson
- 95 • Wilson

### Preserving our Investments

With one of the top transportation systems in the nation, TDOT continues to focus on preservation by taking an Asset Management approach to maintaining pavement and bridges. These assets are our most valuable resources and represent a tremendous investment by the people of Tennessee.

- For the eighth year in a row, Tennessee's transportation system ranks as one of the best in the nation. According to \*CNBC's 2017 study, "America's Top States for Business," Tennessee is second in the category of "Transportation and Infrastructure."
- Over the past six years, TDOT has saved taxpayers more than \$610 million dollars by reexamining and reducing the scope of projects from "wants" to "needs." TDOT also cut consultant spending by \$54 million dollars.
- TDOT's "top to bottom" agency review resulted in the merger of field maintenance and field construction saving \$43.2 million and exceeding our FY17 goal of \$21 million in recurring annual savings.
- TDOT's "pay as you go" philosophy is still intact as we continue to spend only the revenue we are provided through our state highway user fees and federal funds. We are one of only five states in the nation without debt.
- TDOT remains focused on enhancing local partnerships through the Office of Community Transportation (OCT). The OCT works closely with communities on local land use decisions and community visions as it would pertain to a more effective statewide transportation system.

### Key Endeavors

- In December 2017, TDOT opened bids on approximately \$324 million dollars in projects. This is the first bid letting utilizing significant IMPROVE Act funds, along with federal dollars available since the start of the new fiscal year. The letting includes several bridge rehabilitations, safety projects, and the resurfacing of more than 80 miles of interstates and state routes. It features 72 projects that touch more than 2/3rds of the state.
- Motorist safety is an agency goal. TDOT won Federal Highway's 2017 National Roadway Safety Award for its Safety Projects Evaluation process that resulted in improved road safety audit results, more effective countermeasures, and an overall 60% reduction in crash frequency on Tennessee roadways.
- There were more than 400 projects let to contract in 2017 totaling approximately \$1 billion.
- One billion dollars and 30 years later, TDOT completed US 64. The 266-mile route stretches through 10 counties connecting Memphis to Chattanooga. The corridor will improve access, mobility and economic growth in rural southern Tennessee communities.



- Over the past three years, TDOT has focused efforts on recruiting a diverse applicant pool for our Internship and Graduate Transportation Associate (GTA) Programs. The 2017 classes included 65 interns and 54 entry level civil engineers from 23 different universities across the southeast. Seven of the newly hired engineers worked previously as summer interns for the department.
- TDOT launched the TRAC Program, which stands for Transportation and Civil Engineering. The hands-on, educational outreach program is designed to bring high-level, quality interactive activities into middle and high school science, technology, engineering, and math (STEM) classes. The TDOT TRAC Program includes three different modules which engage students in solving real-world, civil engineering problems. TDOT provides the program free of charge to TN educators with the vision of delivering a program that connects students to the work world of transportation, especially civil engineering, and encourages and inspires them to consider careers in these fields. Forty-one Tennessee educators in 27 different schools have been trained and currently participate in the program
- In September 2017, the first class of the TDOT Reconnect program graduated. TDOT Reconnect is a free, 18-month program that provides continuing education and advancement opportunities for TDOT employees. TDOT Reconnect will continue to expand across the state in 2018. TDOT is working with the Board of Regents for a statewide agreement on credit hours to be applied toward a two year degree by completing the Reconnect classes.
- Through TDOT's State Industrial Access Program and other projects supporting economic development, the department awarded 12 projects to construction. These 12 construction projects support 19 new and/or expanding industries that have added nearly 4,550 jobs to Tennessee. The industry investments for all locations combined are over \$700 million, while the department spent approximately \$51 million on projects to improve the industries access needs.
- TDOT is generating a new culture that is focused on occupational safety. The Occupational Health and Safety Division has been tasked with developing and implementing policies, specifications and procedures to ensure the health and safety of people inspecting, maintaining, constructing and traveling our transportation system. Some new initiatives include an emphasis on our highest risk areas such as working in traffic, new training and equipment for staff working in and around traffic, and data management and analysis to reduce injuries and risk for staff.



## New Initiatives

- TDOT is leading the way on autonomous vehicles and building a strategy for this evolving technology of driverless cars that will greatly impact traffic and infrastructure. Legislation is already in place. A state law, passed in 2017, allows companies to transport via platooning on Tennessee roads. Platooning is linking two or more vehicles in a convoy using wireless communications and sensor technology. Those desiring to operate a platoon must provide notification to TDOT and the Tennessee Department of Safety. This must include a plan for the general operation of platoon.
- Following the deaths of three employees, TDOT launched a new safety campaign, asking motorists to **Work with Us** – move over and slow down for highway workers. The goal is to raise public awareness of dangers facing highway workers, urge motorists to play an active role in highway worker safety, and reduce highway worker fatalities to zero. The campaign beat out other DOTs around the nation winning AASHTO's 2017 Excel Award, the highest award for public relations and campaigns. The Work with Us message appears on TDOT items and in work zones.
- TDOT launched the new litter prevention campaign, Nobody Trashes Tennessee, to reduce the \$15 million a year litter pickup costs to taxpayers. The research shows nine out of 10 Tennesseans are more likely to properly dispose of their trash after learning about the litter problem. The campaign can be seen on billboards, commercials, educational programs and anti-litter promotional items.

## Looking Ahead

- As we move into 2018, we anticipate lettings to increase by about \$100 million, with calendar year lettings totaling over \$1 billion. Next year, we will also initiate design build contracts on the reconstruction of I-440 in Nashville and the I-24/I-75 interchange in Chattanooga. We have already let our second Construction Manager General Contractor (CMGC) project in Memphis and hope to let our third in Chattanooga in 2019.
- TDOT's leadership annually crisscrosses the state meeting with citizens and local government leaders to gain a greater understanding of transportation needs at the grass roots level. In 2018, TDOT will focus on delivery of IMPROVE Act projects.

\*CNBC Report on Top States for Business: <http://www.cnbc.com/2017/07/11/americas-top-states-for-business-2017.html>

## TENNESSEE'S TRANSPORTATION SYSTEM

There are 19,829 bridges in Tennessee, more than in most southern states. The state owns 8,389 bridges and 11,462 are locally owned.

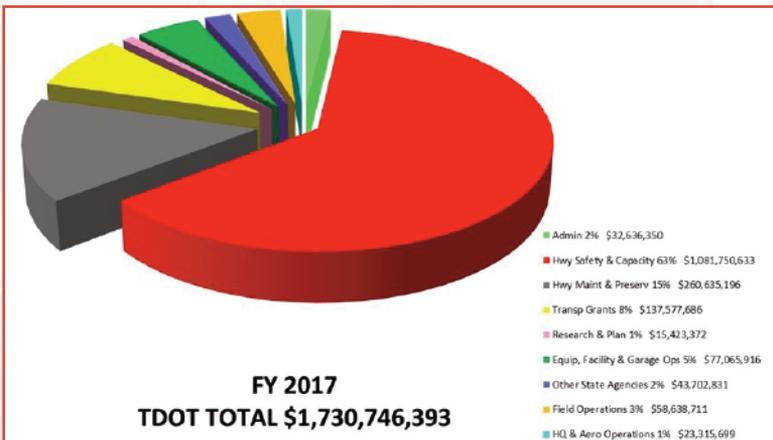
Tennessee has more than 95,523 miles of roadway. This includes 1,181 miles of interstate highways and 13,807 state highway miles overseen by TDOT.

On the highway system, there are 19 interstate rest areas, 16 interstate welcome centers open and there are 10 truck weigh stations.

### The transportation system also includes the following:

- 74 general aviation airports
- 5 commercial airports
- 148 heliports
- 976 main channel miles of commercially navigable waterways
- 28 short line railroads operating on 763 miles of rail
- 6 Class I rail lines operating on 2,177 route miles of rail
- 28 transit (bus, van, rail) systems serving all 95 counties
- 914 miles of state route with sidewalks
- 4,465 miles of roadways with four-foot shoulders to accommodate cyclists
- 487 miles of greenways and trails
- 182 miles of state route with designated bike lanes

Tennessee motorists pay a state gas tax of 25.4 cents a gallon and 18.4 cents of federal gas tax. The state diesel tax is 22.4 cents per gallon and the federal tax on diesel is 24.4 cents per gallon. The funds are dedicated for the Tennessee transportation system.



How We Spend Money – FY 2017



One of TDOT's most popular programs is the HELP Program. Its function is to remove vehicles and obstacles from the travel lanes, in order to reduce traffic impacts. In 1999, HELP was started to assist motorists in the urban areas of Nashville, Knoxville, Chattanooga and Memphis. HELP patrols operate seven days a week from early in the morning to late in the evening. In addition, HELP staff remain on call to respond to traffic incidents 24/7. Our four Traffic Management Centers (TMC) are also staffed 24/7.

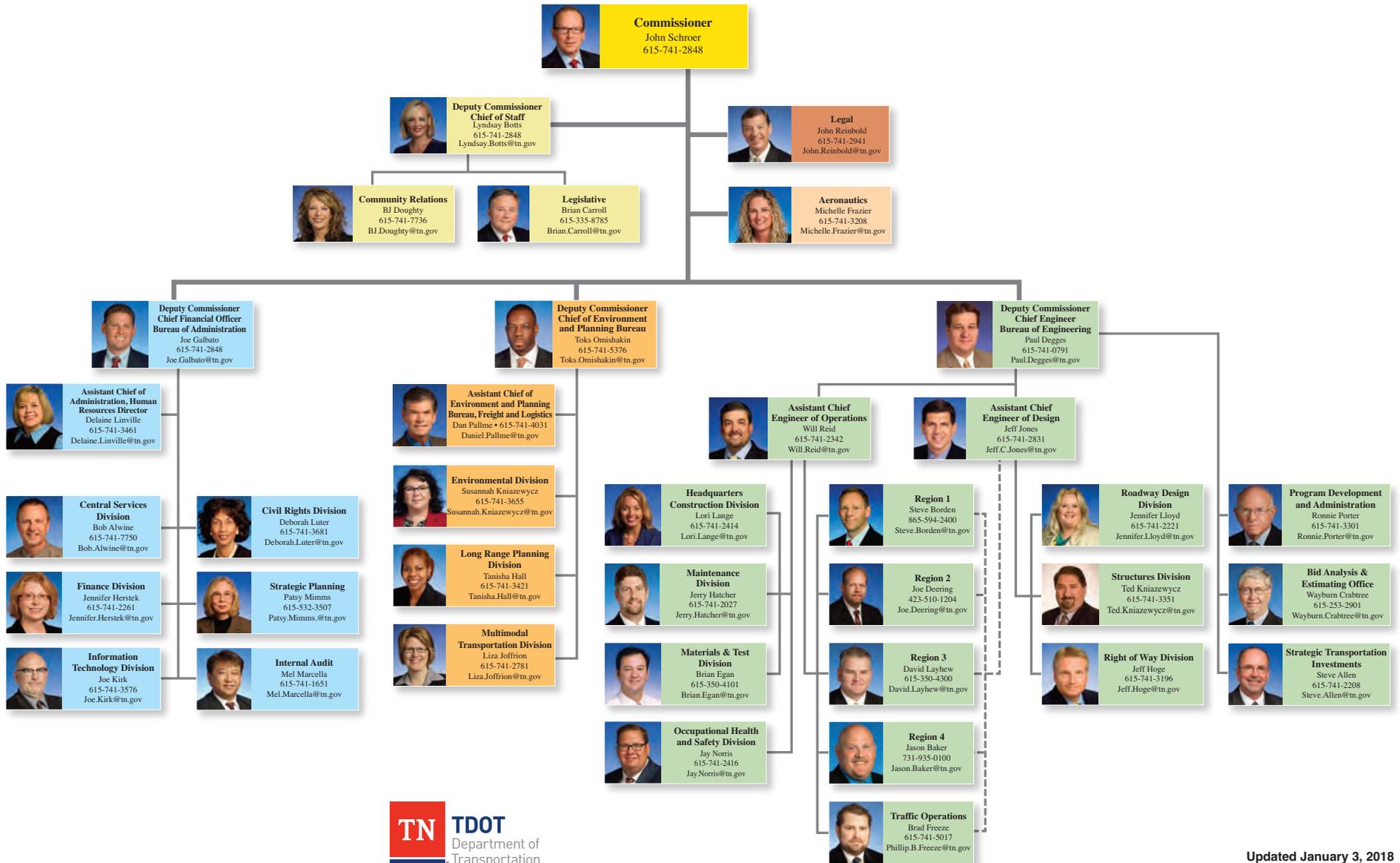


TDOT SmartWay is the state's intelligent transportation system (ITS). The full complement includes a system of live cameras, large electronic message boards, traffic speed sensors and transportation management centers to monitor traffic and assist in reducing congestion on Tennessee's urban interstates. Systems are located in Chattanooga, Nashville, Knoxville and Memphis.



TDOT operates rural ITS sites outside of the major urban areas of the state. The system includes cameras, overhead electronic message signs, and highway advisory radio transmitters. Large signs with solar powered flashing beacons accompany radio transmitters. Locations include rural sections along I-75, I-40, I-24, and I-81 in East Tennessee, and sections I-40, I-24, and I-65 in Middle Tennessee.

# TENNESSEE DEPARTMENT OF TRANSPORTATION • ORGANIZATIONAL CHART



Updated January 3, 2018

## KEY CONTACT LIST

<b>Contact</b>	<b>Phone</b>
Commissioner John Schroer . . . . .	615.741.2848
Angie Martin, Executive Asst. to the Commissioner . . . .	615.741.2848
Lyndsay Botts, Dep. Commissioner/Chief of Staff . . . .	615.741.2848
Paul Degges, Dep. Commissioner/Chief Engineer . . . . .	615.741.0791
Joe Galbato, Dep. Commissioner/ Chief Financial Officer . . . . .	615.741.2848
Toks Omishakin, Dep. Commissioner/ Chief of Environment & Planning . . . . .	615.741.5376
BJ Doughty, Community Relations/ Communications Director . . . . .	615.741.7736
Brian Carroll, Legislative Division Director . . . . .	615.335.8785
Deborah Luter, Civil Rights Division Director . . . . .	615.741.3681
Liza Joffrion, Multimodal Transp. Resources Director .	615.741.2781
Michelle Frazier, Aeronautics Director . . . . .	615.741.3208
John Reinbold, General Counsel . . . . .	615.741.2941
Delaine Linville, Asst. Chief of Admin./ Human Resources Director . . . . .	615.741.3461
Steve Borden, Region 1 Director . . . . .	865.594.2400
Joe Deering, Region 2 Director . . . . .	423.510-1204
David Layhew, Region 3 Director . . . . .	615.350.4300
Jason Baker, Region 4 Director . . . . .	731.935.0193



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## CHIEF OF STAFF

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### **Deputy Commissioner / Chief of Staff**

**Lyndsay Botts**  
**615.741.2848**

As a primary aide and advisor to the Commissioner, the Chief of Staff works to ensure the proper flow of communication occurs within the department while keeping the Commissioner updated with pertinent information. The Chief of Staff works closely with the Bureau Chiefs to implement the Commissioner's strategic vision for the agency. A primary role is to assist the Commissioner in his efforts to strengthen TDOT's partnerships with community leaders and elected officials across the state. The divisions of Community Relations and Legislative Services report directly to the Chief of Staff.

### **Community Relations & Communications Division**

**BJ Doughty • Director**  
**615.741.7736**

The director of this division serves as the chief spokesperson for the agency. The mission is to provide leadership in promoting TDOT, integrating the concerns of our customers into our processes and promoting a consistent message. This involves conducting community outreach activities, managing public meetings and hearings, establishing relationships with the news media and community groups, assisting the general public in accessing TDOT's services, answering questions and concerns, and providing better communication both inside and outside the department which includes managing the website content and all social media. In addition to headquarters communications, constituent services and public involvement staff, the director supervises a community relations officer (CRO) in each of TDOT's four regions.

### **Legislative Division**

**Brian Carroll • Director**  
**615.335.8785**

The director of this office advises the Commissioner and senior staff on legislative issues. Staff works with members of the General Assembly to promote the department's agenda through legislation. Assistance is provided in legislative matters and responses and information are provided to legislators involving the department.

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## **BUREAU OF ADMINISTRATION**

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### **Chief of Administration / Chief Financial Officer**

**Joe Galbato**

**615.741.2848**

This bureau chief provides oversight for the administrative activities of the department. Divisions include Central Services, Civil Rights, Finance, Human Resources, Internal Audit and Information Technology.

### **Human Resources Division**

**Delaine Linville • Director / Asst. Chief of Administration**

**615.741.3461**

The Human Resources Division provides the day-to-day human resources management for 3400 TDOT employees. The TDOT HR division plays a critical role in aligning HR and business strategy, re-engineering organization processes, and providing support to both employees and management in the area of learning and development, classification and compensation, recruitment, employee relations and benefit and retirement counseling. The HR Division provides appropriate guidance and oversight to ensure compliance with all local, state, and federal employment laws, rules, and policies.

### **Central Services Division**

**Bob Alwine • Director**

**615.741.7750**

Central Services provides coordination and general administration of staff services, as well as the reproduction of technical drawings, specifications, forms and contracts and official documents. The office administers purchasing procedures and facilitates the insurance and risk management programs. This division handles issuance of special permits for overweight/over-dimensional loads, records management and agency publications liaison, purchaser of "Alternate Fuel Vehicles." It coordinates the annual budget for heavy equipment and vehicle purchases and operates the HQ Motor Pool. The division assists with facilities and property management, inventory control and surplus property removal. It maintains TDOT's federal radio licenses and maintains the statewide wireless two-way radio system.



**Finance Division**  
**Jennifer Herstek • Director**  
**615.741.2261**

The Finance Office provides the total accounting system for the Department of Transportation, including all billing and receipts, consultant auditing and all the departments accounts payable. This office prepares and manages the department's budget. This involves comprehensive documentation and sound financial reporting. Budget preparation and reporting provide cost control and ensure that maximum service benefits accrue to the public. To accomplish its mandate, the Finance Office uses information submitted by various DOT offices, F&A, and FHWA to prepare an annual budget document. Once the budget document has been submitted and approved, it is entered into both DOT and F&A accounting systems. Financial activities are coordinated with the Department of Finance and Administration to ensure adherence to policy and law.

**Information Technology Division**  
**Joe Kirk • Director**  
**615.741.3576**

The Information Technology Division (IT) is responsible for the direction, planning, coordination and management of the department's computerized information resources. IT staff evaluate, purchase and install computer hardware and software, manage the department's LAN/WAN, support mainframe computer applications and provide technical assistance to department personnel in their use of these resources. The IT Division is responsible for computer application systems development and maintenance for TDOT.



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**Internal Audit Division**  
**Mel Marcella • Director**  
**615.741.1651**

The Division of Internal Audit provides audit and assurance, consulting and advisory, education, and integrity services for the department. The primary focus of the division is conducting performance audits designed to ascertain the efficiency, effectiveness, and economy of TDOT's various operational and financial programs, processes, and activities. Audit and assurance services are prioritized from a risk management approach to focus resources on areas of high risks. The ultimate objective is to provide the management structure and senior leadership with information they need to make better decisions - through practical, cost beneficial recommendations geared toward improving TDOT's operations. Consulting and advisory services are designed to initiate a collaborative approach to address concerns regarding the ever changing business environment. Education services include providing training on ethical behavior, fraud awareness, internal controls, and the proper use of TDOT assets to department employees. Integrity services are performed to substantiate alleged instances of fraud, waste, and abuse of TDOT funds by department employees, contractors, vendors, and grantees.

**Civil Rights Division**  
**Deborah Luter • Director**  
**615.741.3681**

The Civil Rights Division is responsible for the administration of both state and federal programs of nondiscrimination that includes Title VI, Affirmative Action and Small Business Development. Each program monitors all activities for compliance and provides training and onsite technical assistance. Additionally, the division is responsible for developing and implementing TDOT's internal and external affirmative action plans and investigating complaints of alleged discrimination, including sexual harassment. The division also administers the federally mandated Disadvantaged Business Enterprise (DBE) Program.

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## **BUREAU OF ENGINEERING**

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### **Deputy Commissioner / Chief Engineer**

**Paul Degges**

**615.741.0791**

The responsibilities of the Bureau of Engineering are to develop, preserve and maintain the state highway system and to provide assistance to local governments in the development of their highway systems. This bureau also provides technical and developmental support to agency divisions of the department. Specific responsibilities include the following: highway data collection, program development and scheduling, design, right-of-way acquisition, estimates, aerial surveying, construction, maintenance, traffic engineering, materials and geological testing.

### **Construction Division**

**Lori Lange • Director**

**615.741.2414**

The Construction Division is responsible for preparing proposals and letting to contract all TDOT transportation highway and bridge projects. Contract administration on TDOT projects and writing TDOT specifications and special provisions is also the responsibility of this division. The Construction Division is also responsible for the pre-qualification of all contractors who perform TDOT projects. The division also approves all first tier subcontracts for our road and bridge construction.

### **Roadway Design Division**

**Jennifer Lloyd • Director**

**615.741.2221**

This division is responsible for the survey and design functions of the department, including the performance of aerial and ground surveys, the establishment of roadway design criteria, and the development of right-of-way and construction plans for proposed highway improvement projects. Other key responsibilities include the pre-qualification of consultant engineering firms and oversight, performing traffic signal designs, lighting designs, pavement marking designs, roadway signing designs for transportation improvement projects, maintaining and developing roadway design standards.



**Right of Way (ROW) Division**  
**Jeff Hoge • Director**  
**615.741.3196**

This division is responsible for the appraisal and acquisition of land needed for state highway construction and relocation of families and businesses affected. This division is also responsible for the coordination and relocation of utility and railroad facilities necessary for highway construction projects. Excess land is administered and disposed of through this division.

**Traffic Operations Division**  
**Brad Freeze • Director**  
**615.741.5017**

This division incorporates the Traffic Engineering Office and the Incident Management Office. It provides policy and guidance to all four (4) regional TMC and HELP operations to provide consistency across the state, similar to how Headquarters Construction and Maintenance interact with the regions. Day-to-day operations remain the responsibility of the regions; however, this division is involved in promotional and hiring decisions that affect the Intelligent Transportation System (ITS), TMC and HELP operations.

**Maintenance Division**  
**Jerry Hatcher • Director**  
**615.741.2027**

The Maintenance Division is responsible for the administration of statewide highway and bridge maintenance services ensuring safety, user convenience and conservation of aesthetic qualities. Specific responsibilities include: regulation and control of traffic on the state highway system, signing and marking, review and inspection of new public road/railroad crossing plans, emergency management planning, interagency agreements, and facility maintenance, managing contracts for highway rest areas and for the operation of state welcome centers, maintenance contracts, and responsibility for systematic inspection of railroad facilities.

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**US**



**Bid Analysis and Estimating**  
**Wayburn Crabtree • Director**  
**615.253.2901**

The Bid Analysis and Estimating Office is responsible for producing preliminary estimates, the Engineer's Estimate of Cost and Notice to Contractors for all construction and maintenance projects let by TDOT. The office reviews estimates and bids on locally managed projects to ensure that TDOT policies and guidelines are followed in the bid letting and contract award processes. The office maintains records of estimates and bids on TDOT projects according to statutory requirements and reports cost trend analysis annually and on request.

**Structures Division**  
**Ted Kniazewycz • Director**  
**615.741.3351**

This division is responsible for designing and developing plans and specifications relating to all highway structures and for the inspection of all bridges in Tennessee. Key responsibilities include design of foundation conditions, tolerances and complex geometry, the design of major or unusual structures, resolution of hydrology and hydraulic studies involving legal action, scour studies, inspection of prefabrication plants, welding procedure review, on-site erection supervision, design and development of contract plans specifications, development of automated structural detailing systems, and bridge inspection.

**Materials & Tests Division**  
**Brian Egan • Director**  
**615.350.4100**

Headquarters Division of Materials and Tests is responsible for ensuring that all materials used in the construction and maintenance of Tennessee's highways meet the appropriate ASTM, AASHTO, and departmental specifications. This division monitors the quality and performance of TDOT's highway network by performing field evaluations, conducting production facility reviews, performing laboratory tests, and analyzing a variety of data. The division coordinates pavement and materials research projects and maintains the department's Qualified Products List. It provides technical expertise and support to the entire department, including the development of new specifications, geotechnical testing and consulting, and technician training and certification.



## **Program Development & Administration Division**

**Ronnie Porter • Director**

**615.741.3301**

This division is responsible for developing and implementing TDOT's highway programs. The State Transportation Improvement Program is compiled and administered through this division. It establishes and maintains a schedule of development on all highway improvements, except for those managed through the Region Project Development Directors. Other responsibilities include generating and processing state and federal project allotments and funding authorizations and administering state funds and federal funds through FHWA used by local agencies for highway, safety and enhancement improvements.

## **Strategic Transportation Investments Division**

**Steve Allen • Director**

**615.741.2208**

The new Strategic Transportation Investments Division provides strategic support for projects that addresses safety, congestion, and economic development needs across the state. This includes Expedited Project Delivery (EPD) where the goal is to address the immediate issues on the highway system and propose the proper solution. The division also conducts operational analysis of non-highway transportation projects as they impact the highway system. Investments relates to the work of this division in determining what new commitments (i.e. investments) TDOT will be making. The process includes the new "Needs Assessment Process" which will determine the appropriate level of study and Project Prioritization (DL3) which uses technical data, schedule and cost to provide a prioritized list of major projects to assist in the development of the 3-year Multimodal Transportation program.

## **Occupational Health and Safety Division**

**Jay Norris • Director**

**615.741.2416**

The Occupational Health and Safety Division develops and implements policies, specifications, and procedures to ensure the health and safety of people inspecting, maintaining, constructing, and traveling our transportation system. The division requires individual accountability, expects all employees to adhere to safety standards, and actively participates in and supports the advancement of health and safety practices. Safety is the responsibility of all employees, including top management and the individual employee.

## **BUREAU OF ENVIRONMENT & PLANNING**

**Deputy Commissioner / Chief of Environment and Planning**  
**Toks Omishakin**  
**615.741.5376**

This bureau administers the planning and environmental activities of the department and multimodal activities. Functions include environmental compliance, environmental planning and technical studies, environmental policy, long range and project transportation planning, travel data collection and analysis, GIS mapping, conceptual project design, safety planning and highway beautification.

**Freight and Logistics Division**  
**Dan Pallme • Director / Asst. Chief of Environment and Planning**  
**615.741.4031**

The Freight and Logistics Division provides leadership on issues of rail, water and highway freight. The division serves as a liaison between TDOT and freight stakeholders in an effort to find opportunities to improve access for existing freight and appropriately prepare for the projected increases in freight as it moves in and out of the state. The primary focus areas for the division include water, short-line railroads, Section 130 rail program, rail inspection, highway freight and technology, freight advisory committees and the freight and state rail plan updates.

**Environmental Division**  
**Susannah Kniazewycz • Director**  
**615.741.3655**

This division is responsible for the protection, preservation and enhancement of the environment with the implementation of transportation projects. The division, under the National Environmental Policy Act (NEPA), assists in transportation project development and decision-making processes. Other specific responsibilities include: analysis of air quality and noise impacts and for the avoidance of hazardous materials sites, preparing federal and state environmental documents; assessing, preparing and acquiring environmental permits for transportation projects, and is responsible for Outdoor Advertising control, Vegetation Control, Junkyard Control, Litter Grant and Adopt-A-Highway and the Scenic Highways Program.



**Long Range Planning Division**  
**Tanisha Hall • Director**  
**615.741.3421**

The Long Range Planning Division is responsible for the planning, development and management of statewide transportation studies and planning tools that help guide the policies and programs of TDOT and its various divisions. The division identifies transportation needs through the analysis of travel and safety data, and engages the communities to obtain public input on transportation investments. Specific responsibilities include developing the statewide long range transportation plan, preparation of corridor studies, university research, travel data collection, feasibility studies and metropolitan and rural transportation planning coordination. The division is also responsible for GIS mapping.

**Multimodal Transportation Resources Division**  
**Liza Joffrion • Director**  
**615.741.2781**

The Division of Multimodal Transportation Resources includes Public Transportation, Rail and Waterways, Rail Inspection and Safety, and the Bicycle and Pedestrian Program. The division administers state and federal grant programs for public transportation. On rail and water transportation, inspects railroads and rail crossings for safety, provides safety upgrades at key highway-rail crossings. The division's Bicycle and Pedestrian Program, monitors TDOT resurfacing projects, and works with other divisions to include appropriate treatments for bicycles and pedestrians.



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## ADDITIONAL DIVISIONS

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**Strategic Planning**  
**Patsy Mimms • Director**  
**615.532.3507**

This office is responsible for TDOT's strategic planning process, working with all agency units to promote and coordinate strategic planning and management and to implement management improvements. Strategic management calls for an on-going process when resources, results, critical issues, trends and citizen needs are systematically reviewed to help us evaluate and reset priorities.

**Legal Division**  
**John Reinbold • General Counsel**  
**615.741.2941**

This division is comprised of agency legal staff providing services to the Commissioner, his staff and all divisions and regions. Services include preparation and contract review, grants, and right-of-way acquisition documents; administrative hearings representation; drafting/review of legislation and regulations; advice on regulatory requirements; and assistance in employment law. The office works closely with the State Attorney General's Office in response to TDOT contract, tort, employment, and condemnation cases.

**Aeronautics Division**  
**Michelle Frazier • Director**  
**615.741.3208**

The Aeronautics Division is responsible for licensing public airports, monitoring compliance with federal grants and providing flight services for all branches of state government. It performs engineering services, aviation planning studies, airport improvement and project design consultation to local airports. It insures the operational safety and efficiency of the statewide aviation facilities system.

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